



2015-2019 Strategic Plan

Table of Contents

PURPOSE	2
CAP VISION.....	2
CAP MISSION STATEMENT	2
GOVERNANCE	2
FISCAL RESPONSIBILITY	2
PRIMARY MISSIONS OF THE U.S. ARMED FORCES:.....	2
DoD STRATEGIC MANAGEMENT PLAN FY14-15 GOALS:.....	2
AF PRIORITIES	3
Alignment of AF Auxiliary priorities with AF priorities.....	4
CAP PRIORITIES	5
Priority 1: Obtain and sustain required CAP funding	5
Priority 2: Maximize CAP resources/skill sets to meet emerging mission areas	7
Priority 3: Enhance awareness of CAP's contributions and capabilities	10
Priority 4: Develop "dynamic Americans and aerospace leaders" through the Cadet Program.....	12
Priority 5: Expand Aerospace Education/Science, Technology, Engineering, and Math (STEM) education outreach initiatives to meet America's future national defense workforce requirements	15
Priority 6: Achieve institutional excellence.....	18
Priority 7: Value the service of CAP members	21
Summary.....	22

PURPOSE: The 2015-2019 Michigan Wing Civil Air Patrol (CAP) Strategic Plan identifies priorities, goals, and objectives for the next four years. This plan is the key operational planning tool of Michigan Wing and an implementation of the long-term perspectives chartered by the CAP Command Council and the CAP Board of Governors.

CAP VISION: Civil Air Patrol, America's Air Force auxiliary, building the nation's finest force of citizen volunteers serving America.

CAP MISSION STATEMENT: Supporting America's communities with emergency response, diverse aviation and ground services, youth development, and promotion of air, space and cyber power.

GOVERNANCE: The Michigan Wing CAP Strategic Plan uses the governance framework provided in the CAP Constitution and By-Laws and follows statutory requirements as outlined in Appendix A.

FISCAL RESPONSIBILITY: As outlined in Appendix B, Michigan Wing CAP receives funds through four sources: (1) an annual federal appropriation from Congress through the Air Force; (2) state and local funding for designated CAP programs; (3) reimbursement from federal departments or agencies for AF auxiliary services; and (4) fundraising and membership dues.

PRIMARY MISSIONS OF THE U.S. ARMED FORCES:

CAP supports three of ten of the primary missions of the U.S. Armed Forces as outlined in the Defense Strategic Guidance dated January 2012 ("Sustaining U.S. Global Leadership: Priorities for the 21st Century Defense"). These are:

- Defend the Homeland and Provide Support to Civil Authorities (directly supported).
- Conduct Humanitarian, Disaster Relief, and Other Operations (directly supported).
- Operate Effectively in Cyberspace and Space (indirectly supported).

DoD STRATEGIC MANAGEMENT PLAN FY14-15 GOALS:

Goal 1: Optimize DoD personnel by developing and instituting policies and

practices that focus on readiness and support for Service members, their families, those transitioning to veteran status, and civilian staff, in a constrained fiscal environment.

Goal 2: Strengthen DoD financial management to respond to Warfighter needs and sustain public confidence through auditable financial statements.

Goal 3: Build agile and secure information capabilities to enhance combat power and decision making while optimizing value.

Goal 4: Strengthen DoD Acquisition processes, spanning requirements determination, development, procurement, support and disposal to ensure that the Department's force structure and supporting infrastructure is modernized, recapitalized, and sustained within available resources. 2 12 May 2014

AF PRIORITIES: Four of the following five AF priorities were used to form CAP and Michigan Wing priorities and goals:

1. Continue to strengthen the Air Force nuclear enterprise.
2. Partner with joint and coalition team to win today's fight.
3. Develop and care for Airmen and their families.
4. Modernize our Air, Space, and Cyberspace inventories, organizations, and training.
5. Recapture acquisition excellence.

Alignment of AF Auxiliary priorities with AF priorities:

Air Force Priority	CAP Goal
AFP 2. Partner with joint and coalition team to win today's fight	Goal 2.1. Pursue new mission areas Goal 2.3. Develop CAP Total Force initiative Goal 3.1. Increase CAP's brand awareness Statewide Goal 3.2. Develop partnerships with federal, state, and local agencies; local emergency service providers; and corporations/vendors associated with CAP Goal 3.3. Explore opportunities with AF Recruiting Service Goal 6.3. Broaden information on experience of our members
AFP 3. Develop and care for Airmen and their families	Goal 4.1. Ensure Success of Cadet Programs Promote K-12 STEM initiatives by providing and supporting workshops and orientation flights to teachers Goal 4.2. Focus on the Fundamentals Goal 4.3. Expand the Cadets at School program (focusing on after-school programs) Goal 4.5. Help meet the nation's need for new pilots and other aerospace professionals Goal 5.1. Help expand CAP K-6 program participation by acquiring supplemental funding Goal 5.2. Expand CAP K-12 program for cadets and youth Statewide Goal 5.3. Promote K-12 STEM initiatives by providing and supporting workshops and orientation flights to teachers Goal 6.2. Recruit and retain the best personnel Goal 7.1. Reduce the administrative and other burdens imposed on CAP members Goal 7.2. Value the service of CAP members Goal 7.3. Create alumni association
AFP 4. Modernize our Air, Space, and Cyberspace inventories, organizations, and training	Goal 2.2. Identify CAP gaps and capabilities Goal 4.4. Develop concepts and capabilities to address training cadets and adults to meet the cyber challenge in space and cyberspace mission areas Goal 6.1. Promote member advancement with a world-class professional development program Goal 6.4. Support and achieve financial improvement and audit readiness Goal 6.5. Build secure processes and communication methods
AFP 5. Recapture acquisition excellence.	Goal 1.1. Enable CAP to better fulfill assigned missions Goal 1.2. Stabilize the acquisition of CAP aircraft, vehicles, equipment, supplies, and other resources

CAP PRIORITIES

Priority 1: Obtain and sustain required CAP funding

Goal 1.1. Enable CAP to better fulfill assigned missions. In the 1940s, Congress tasked CAP with three missions: Emergency Services, Cadet Programs, and Aerospace Education. There are very few, if any, organizations or agencies that can respond quickly and perform these missions for federal, state, or local agencies at a lower cost than CAP. CAP's unpaid professionals have a wide range of skills, allowing them to meet a broad range of requirements. Presently, CAP's operating costs are heavily weighted at 87 percent DoD funding, with the remaining 13 percent equally split between state funding and members' dues. With the forecast of reduced DoD funding, CAP must establish more diverse, dependable funding sources to meet future mission needs.

Objective 1.1.1. Increase internal AF funding for aircraft and O&M, and reimbursement from other federal agencies requesting CAP support through the AF.

MIWg: We will continue and increase our interactions with our State Legislators and our Congressional delegation in Washington DC

Objective 1.1.2. Apply for other federal funds once HAF/JAA renders an opinion allowing this.

MIWg: No Action Required

Objective 1.1.3. Investigate alternative corporate and private grant funds not covered by the cooperative agreement. Use Alternate Funding Source Working Group. Example: Partner with major airlines to fund ground training and proficiency flying for pilots who could (with additional experience) meet airline-hiring requirements. Also, similarly help cadets who are interested in pursuing airline pilot careers.

MIWg: Create and build a Michigan Wing Development Section that will be responsible for Wreaths Across America/Combined Federal Campaign/Grants funding

Objective 1.1.4. Build network to communicate CAP capabilities, impact, value and results with the overall goal of increasing the number of customers/missions CAP performs.

MIWg: Develop and implement a plan for communicating with the Michigan Emergency Managers/Sheriff and Police Departments

Objective 1.1.5. Further expand development program for the purpose of building financial resources to address needs and capitalize on opportunities that could provide a continuous stream of revenues and resources.

MIWg: Develop and grow the Michigan Wing Development Section

Goal 1.2. Stabilize the acquisition of CAP aircraft, vehicles, equipment, supplies, and other resources.

Since the late 1980s, CAP has transformed its equipment from a mixture of DoD-screened and member furnished equipment to today's standardized corporate resources. Over time, with the influx of new equipment, the funds for needed recapitalization have not met requirements. Procurement funding has been sporadic from Congressional adds and end-of-year funds from the Air Force. The goal is to get an Air Force approved requirements document to validate CAP's budget inputs.

Objective 1.2.1. Continue to collaborate with HQ AF, MAJCOMS and other federal agencies to build requirements for resource validation.

MIWg: No Action Required

Objective 1.2.2. Review long-range funding/recapitalization plan for aircraft, vehicles, and equipment.

MIWg: No Action Required

Objective 1.2.3. Continue to review methodology used for identifying and validating aircraft, vehicle and equipment requirements from external customers and within the CAP.

MIWg: Develop a method to determine the requirements of Michigan Wing's external customers

Objective 1.2.4. Work with HQ AF and SAF/MRR to identify/establish a CAP position at the HQ AF level to actively support the AF strategic planning and programming process

MIWg: No Action Required

Goal 1.3 Build network to inform key stakeholders of the value/impact of CAP capabilities on communities and the nation. This effort should help secure a larger customer base.

Objective 1.3.1. CAP wings develop grassroots member networks with their US representatives and senators.

MIWg: Develop a Statewide program for involving our Federal elected officials in our activities

Objective 1.3.2. Establish similar grassroots member networks with state governors, representatives, senators and heads of key state agencies.

MIWg: Develop a Statewide program for involving our Local and State elected officials in our activities

Priority 2: Maximize CAP resources/skill sets to meet emerging mission areas

Goal 2.1. Pursue new mission areas. Federal, state, and local budget crises are causing all agencies to review their missions and determine which ones must continue to be performed by the agency itself and which ones can be performed more efficiently and/or more cost-effectively by other organizations or agencies. This is an excellent opportunity for CAP. CAP's members want to serve their nation and their communities. Analysis shows the organization has the ability with its current membership to take on additional missions. The addition of more meaningful and rewarding missions can result in increased recruiting and retention, two huge benefits for CAP.

Objective 2.1.1. Border Reconnaissance: Support federal and local authorities to fill command and control gaps.

MIWg: Identify and develop an interaction plan with Federal, State, and Local Agencies

Objective 2.1.2. Remotely Piloted Aircraft (RPA) Training: Support combatant commander and coalition partners by training both the ground users of RPA data feeds and RPA crewmembers.

MIWg: No Action Required

Objective 2.1.3. Explore opportunities resulting from the AF's (and other DoD/federal agencies like the USCG) downsizing of its existing aircraft fleet and weapon systems, e.g. airlift, et al.

MIWg: Develop and implement a strategy to develop relationships with federal agencies.

Objective 2.1.4. Establish a methodology for identifying and validating new mission areas from both federal and state customers as well as within CAP. The current joint effort between the AF and CAP to validate requirements will greatly assist with this process.

MIWg: Advertise how CAP can support the state with Domestic Operations (GIIEP capabilities, etc.).

Objective 2.1.5. Explore opportunities for RPA operations like RPA chase, acquisition of RPAs and expanding aerospace education to include RPAs.

MIWg: Develop AE relationships with RPA units within Michigan

Goal 2.2. Identify CAP gaps and capabilities. Determine potential opportunities that will be available as federal agencies consider their downsizing options.

Objective 2.2.1. Use GAO report to help increase the support CAP provides to DHS agencies.

MIWg: No Action Required

Objective 2.2.2. Use CAP's members' current job assignments (civilian and military) for insights into potential opportunities.

MIWg: : Survey the wing for job assignments for potential/desired opportunities. Develop a CAP Liaison Officer-like program with interested civilian/military areas.

Goal 2.3. Develop CAP Total Force initiative. CAP has over 1,500 units nationwide. Most of those units are not collocated with or within reasonable proximity to a Regular AF, Guard or Reserve installation. Being recognized as part of the Total Force confirms CAP is a key AF partner and it adds to CAP's credibility when dealing with other organizations and agencies. CAP members are proud of the fact that they are the AF auxiliary and it is important that the AF and CAP expand the opportunities CAP members have to interact with AF members. These "mentoring" opportunities will benefit both organizations and should also aid AF recruiting efforts in the short and long terms as cadets advance and get older. For example, expanding partnerships with the Regular AF, Guard and Reserve recruiting services (1) gets an AF member in front of CAP cadets in remote locations, (2) promotes "sense of team" with senior members, and (3) presents recruiters with core-value-minded, leadership trained, diverse, professional cadets...just what the AF needs today.

Objective 2.3.1. Pursue Regular AF, Guard and Reserve partnerships/mentorships.

MIWg: : Use CAP members to establish relationship/mentorship opportunities with Guard and Reserve units. Develop MIWG commander direct relationships with Guard and Reserve commanders.

Objective 2.3.2. Develop a plan to connect more CAP Chaplains with AF airmen in need of chaplain services and spiritual support.

MIWg: Develop and implement a plan for increasing interaction with the Michigan Air/Army Guard and Reserve

Objective 2.3.3. Explore military installation access.

MIWg: Work with the Base Commanders and Base Security

Objective 2.3.4. Work to integrate CAP into the developing AF strategic planning and programming process.

MIWg: Begin conversations with the Air/Army Guard

Priority 3: Enhance awareness of CAP's contributions and capabilities

Goal 3.1. Increase CAP's brand awareness nationwide. Even though CAP has been serving our country and communities for over 70 years, it is still relatively unknown to many people. Today's CAP is far different than it was even 10 years ago. CAP has modern equipment and highly trained personnel who meet National Incident Management System qualification standards. Awareness needs to be expanded among AF leaders and AF members as well as civic and community organizations with a natural affinity for patriotism, civic duty, aerospace education, leadership development, and service to community.

Objective: 3.1.1. Implement an internal and external branding campaign designed to retain current members by generating excitement and enthusiasm for their CAP service and to attract new members through grassroots and nationally planned initiatives.

MIWg: Create and implement a Michigan Wing Specific plan that will blend with the National plan

Objective 3.1.2. Implement a brand standards policy to ensure seamless brand representation across media platforms, graphic elements, and geographical contexts.

MIWg: No Action Required

Objective 3.1.3. Publish CAP articles and photos in publications such as *Air Force Times*, *Air Force Magazine*, *Airman's Magazine*, ARC periodicals, joint publications and in industry and general public publications.

MIWg: No Action Required

Objective 3.1.4. Maximize exposure through grassroots partnerships targeting groups and organizations with a national and common interest in CAP.

MIWg: Maximize exposure through grass-root partnerships targeting local and state organizations with common interest

Objective 3.1.5. Use community service projects as a source for promotional opportunities and publicity.

MIWg: Institute a community service program

Objective 3.1.6. Create an inclusive environment and ensure diverse pools of candidates are available for leadership positions.

MIWg: Expand the Command Specialty Track and create Leadership Training Opportunities for senior members

Objective 3.1.7. Educate AF Total Force on CAP capabilities, responsiveness and value.

MIWg: Educate the Air Guard and Reserve on CAP capabilities, responsiveness and value

Goal 3.2. Develop partnerships with federal, state, and local agencies; local emergency service providers; and corporations/vendors associated with CAP.

While CAP is well known by some of those we serve, gaps in public awareness still exist nationwide. The AF and CAP need to work together to ensure the benefits of using CAP are well known to all.

Objective 3.2.1. Strengthen awareness among customers and potential customers through an ongoing awareness program, including dissemination of print and electronic marketing and communications materials and invitations to major events and ceremonies.

MIWg: Invite local National Guard (Air and Army) and Reserve units to local activities (SAR Academy, Encampment, etc.) and ceremonies (wing ball, changes of command). And, when possible, seek out invites to their events ceremonies.

Objective 3.2.2. Establish national-level relationships with organizations such as the National Governors Association, the National Search and Rescue Association, State Emergency Coordinators, and other state-related national organizations.

MIWg: Develop State level relationships with organizations such as The National Guard Assn. of Michigan (NGAM), State Emergency Coordinators.

Objective 3.2.3. Establish collaborative partnerships with federal agencies designed to position CAP to help develop national standards for emergency services and in other areas like aerospace education and cadet programs where CAP has significant expertise.

MIWg: Support National Hdq with Wing member experts

Objective 3.2.4. Establish national-level MOAs/MOUs with key federal agencies such as the National Park Service.

MIWg: Reevaluate and renegotiate the State MOU where needed. Negotiate MOUs with counties if needed.

Goal 3.3. Explore opportunities with AF Recruiting Service. CAP does not have the funding or the global reach to get the word out about the great things it is doing or the opportunities available for people who might be inclined to join.

Objective 3.3.1. Continue partnering with all Total Force recruiting services to help publicize CAP's programs and present recruiters with professional, core value/leadership trained cadets.

MIWg : Develop relationship with wing/group retention and recruiting officers and Total Force recruiting services in their areas.

Priority 4: Develop “dynamic Americans and aerospace leaders” through the Cadet Program

Goal 4.1. Ensure Success of the Cadet Program.

Objective 4.1.1. Local Program Excellence: Motivate local and wing-level cadet leaders to strive for excellence in how they operate their programs.

MIWg: Develop a mentoring program and 'model' programs/lessons that may be used and adapted by others

Objective 4.1.2. Cadet Character Education: Position CAP to be a recognized leader in youth character education, which will include an emphasis on the drug-free lifestyle and core values.

MIWg: Increase the visibility and vitality of the DDR program in the wing. Encourage the DDRx program at the group/unit level.

Objective 4.1.3. Cadet Physical Fitness Education: Build the cadet fitness program to reflect the latest evidence-based practices.

MIWg: No Action required

Objective 4.1.4. Service Learning: Provide more opportunities for cadets to contribute to CAP's real-world humanitarian and educational missions and assist with duties that adult members currently perform, where appropriate.

MIWg: Develop a Community Service program

Goal 4.2. Focus on the fundamentals. Empirical data has shown that the key to a cadet's success in the CAP Cadet Program hinges on a handful of fundamentals. Among these fundamentals are the adult leadership at the squadron level, a comprehensive and systematic introduction to cadet life, opportunities to fly and attending an encampment. It is also important to note some cadets are now expressing a greater interest in operating RPAs or preventing cyber attacks than they are in flying orientation flights.

Objective 4.2.1. Adult Leadership: Prepare adult volunteers at all levels to be effective leaders of cadets.

MIWg: Continue to encourage TLC training opportunities at all levels, throughout the wing. Develop mentorship/assistance program for cadet leaders (CDC, CPO, and DCP) at all levels

Objective 4.2.2. New Cadet Orientations: Provide every cadet and his or her

parents with a thorough, systematic orientation to CAP.

MIWg: : Ensure all cadet units are utilizing the Great Start Program. Either the NHQ or 'Davalos' versions.

Goal 4.3. Enhance the CAP Cadet Program's relationships with schools.

Schools are natural partners for the CAP Cadet Program. Through the "Cadets at School" program, schools host squadrons on campus and provide an alternative to AFJROTC. CAP also can motivate cadets in both school-based and community-based squadrons to strive for academic excellence.

Objective 4.3.1. Collaborate with the AF to explore options for expanding CAP's cadet program into schools in communities where AFJROTC is not able to meet the school system's request.

MIWg: Continue to interact and encourage schools to support a CAP unit as part of their programing.

Objective 4.3.2. Seek endorsement from the National Associations of Secondary and Middle Schools and other educational organizations of the CAP Cadet Program as an extracurricular program for schools.

MIWg: No action required

Goal 4.4. Develop concepts and capabilities to address training cadets and adults to meet the cyber challenge in space and cyberspace mission areas.

National and Air Force intent exists for developing skills in cyber defense. CAP has joined the Air Force Association (AFA) in encouraging cyber skills in unit activities through the AFA's high school Cyber Patriot program.

Objective 4.4.1. Continue to expand partnerships with cyber industry.

MIWg: Explore partnerships with the Governor's state cyber initiatives, Increase interaction with Community Colleges and Universities.

Objective 4.4.2. Increase participation in cyber activities

MIWg: Advertise/develop group/unit-level Cyber Patriot teams for competition.

Goal 4.5. Help meet the nation's need for new pilots (including RPA pilots) and other aerospace professionals. The United States has seen a decrease in the number of new pilots over the past several years. One of the largest factors in this decline is the cost of pilot training. CAP instructor pilots provide flight training to cadets at numerous flight academies across the country each year. With its fleet of light aircraft and instructor pilots, CAP provides a structured pilot training experience at a minimal cost to cadets.

Objective 4.5.1. Partner with organizations and industry to help fund more aerospace opportunities for cadets.

MIWg: Identify and partner with State and local organizations and industries to provide funding

Objective 4.5.2. Recruit additional flight instructors to meet existing and future needs.

MIWg: Actively develop and recruit CFI and CFII instructors

Objective 4.5.3. Expand programs to increase the number of cadets who receive flight training leading to solo and private pilot licenses each year.

MIWg: Explore and implement a plan to increase opportunities for Michigan Wing Cadets

Objective 4.5.4. Motivate cadets to help meet the nation's need for pilots.

MIWg: Encourage cadets to take flight training

Objective 4.5.5. Motivate cadets to help meet the nation's need for aerospace professionals.

MIWg: Increase the number of STEAM opportunities

Priority 5: Expand Aerospace Education/Science, Technology, Engineering, and Math (STEM) education outreach initiatives to meet America's future national defense workforce requirements

Goal 5.1. Expand CAP K-6 program participation by acquiring supplemental

funding. CAP's 2013-2014 academic year Aerospace Connections in Education (ACE) program included 700 educators in over 90 schools in 28 states. Over 16,000 students participated in this popular enrichment program. More than 90 percent of the teachers who participated expressed the desire to participate again in 2013-2014. The program has a major hands-on component and supports the nation's STEM efforts. ACE has 21 lesson plans per grade level that promote academics, character development, and physical fitness. The biggest limitation to expanding the program to more schools, teachers, and students is corporate funding.

Objective 5.1.1. Provide tools, access, and training for units to be able to identify and solicit local resources for ACE funding.

MIWg: Provide a digital resource for MIWG Aerospace Education Officers to identify and target the local K-6 elementary schools nearest their unit and crosscheck against funding sources.

Objective 5.1.2. Find ways to help CAP units/wings understand the importance of and grow the ACE program.

MIWg: Inspire Unit Commanders and AEO's to seek relationships with local elementary schools to promote advantages of the CAP ACE program

Goal 5.2. Expand CAP K-12 STEM program for cadets and youth nationwide.

Objective 5.2.1. Revise/update and develop new online and/or print CAP curriculum products to promote STEM careers for CAP cadets and youth across the nation.

MIWg: Integrate new materials into local units introducing cadets to career possibilities in STEM occupations.

Objective 5.2.2. Develop STEM partnerships to include potential funding sources with private entities and industry.

MIWg: Actively seek out partnerships to promote joint efforts between CAP and business leaders with an emphasis on STEM

Goal 5.3. Promote K-12 STEM initiatives by providing and supporting workshops and orientation flights for teachers. CAP currently provides and/or supports numerous workshops for approximately 800 teachers around the country and flies over 250 teachers in CAP aircraft each year. The national standards-based materials teachers receive from CAP and the experience they get at both the workshop and during the flights motivate them to integrate aerospace themes in their classrooms. The teaching tools help inspire thousands of students across the country to excel in STEM subjects and to select STEM-related careers.

Objective 5.3.1. Work with CAP wings and partner organizations to promote aerospace/STEM experiences at workshops and during orientation flights. (Organizational examples include the Federal Aviation Administration, the Air Force Association, STARBASE, the Association of Model Aeronautics, National Science Teachers Association, NASA centers, state departments of education, etc.)

MIWg: Wing AE Staff will continue to work with Association of Model Aeronautics, Air Zoo, National Science Teachers Association Michigan Chapter, NOAA and other community organizations to promote STEM experiences and provide a joint AE aviation day for existing MIWG AEM's.

MIWg: Develop Partnership with Selfridge and Battle Creek STARBASE locations in addition to the MI Science Teachers Association, NASA Centers

Objective 5.3.2. Expand industry, organizational, community, museum, and civic club partnerships and endorsements to support CAP's K-12 AE/STEM initiatives for CAP cadets and other youth across America.

MIWg: Expand MIWG opportunities with community organizations, museums and civic clubs to support the MIWG K-12 AE/STEM initiatives for cadets and youth in the state of Michigan.

Objective 5.3.3. Expand public relations coverage about CAP's STEM accomplishments. Continue to provide updates at the Command Council and Board of Governors meetings and the National Conference.

MIWg: Aggressively pursue media coverage through social networking and journalism promoting public awareness of aerospace and STEM activities and accomplishments in the Michigan Wing.

Objective 5.3.4. Seek out other opportunities that are occurring across the country to expand CAP's STEM involvement.

MIWg: Seek out National AE events to expand MIWG involvement with STEM activities and promotion.

Priority 6: Achieve institutional excellence

Goal 6.1. Promote member advancement with a world-class professional development program.

While CAP is known to have excellent training programs for members, it needs to continuously review and update its professional development program to ensure it is meeting the needs of all personnel, from the new recruit to the most senior leader. Shortcomings identified each year must be addressed in a timely manner to ensure problems do not perpetuate. Many training requirements are being added or changed on a national level, and these must be incorporated as well.

Objective 6.1.1. Continually assess CAP's professional development program to affect desired outcomes.

MIWg: Semi-annually assess the continuing education of our senior members and encourage those that should seek additional training

Objective 6.1.2. Continue a mentoring program for CAP's key leadership personnel to include developing CAP's next generation of leaders.

MIWg: Develop a monitoring system for the Command Track mentoring program.

Objective 6.1.3. Continually assess welcome system for active members who move to a new city or state to ensure the local squadron is engaged in the transfer.

MIWg: Assess Michigan's welcome system for active and NEW members

Objective 6.1.4. Continue a five-year cycle for review and revision of specialty tracks.

MIWg: No action required

Objective 6.1.5. Provide on-line and on-line/in-residence (blended learning) options for Professional Development courses.

MIWg: No action required

Objective 6.1.6. Integrate the new NCO Corps into the Professional Development Program.

MIWg: No action required

Goal 6.2. Recruit and retain the best personnel. The key to CAP's success over the past 70 years has been the skills and dedication of its personnel. Recruiting and retaining personnel with the needed skill sets is crucial for the future of CAP.

Objective 6.2.1. Continue to address marketing strategies to attract, develop, and retain a volunteer force with the professional skills needed to accomplish CAP missions.

MIWg: Retain/encourage cadets to transfer to senior member as they age out. 'Be the senior you wanted as a cadet'.

MIWg: Develop a Michigan Wing specific plan and implement.

Objective 6.2.2. Conduct exit surveys to better understand retention needs and issues.

MIWg: Develop and implement Satisfaction surveys to understand what the needs and issues are across the Wing

Goal 6.3. Broaden information on experience of our members.

Objective 6.3.1. Expand the information collected on our members to include their professional skills and experience.

MIWg: Design and send out a professional skills/experience survey to Michigan Members

Goal 6.4. Support and achieve financial improvement and audit readiness.

CAP has earned an unqualified audit over the past several years, and CAP must maintain this rating in order to demonstrate accountability and ensure public trust. This will be critical as CAP seeks other funding sources.

Objective 6.4.1. Continue to follow established financial processes in order to meet mission requirements and maintain public trust.

MIWg: Maintain a LOW or SUCCESSFUL financial rating

Objective 6.4.2. Continue to maintain superior audit ratings.

MIWg: Maintain a LOW or SUCCESSFUL financial rating

Goal 6.5. Build secure processes and communication methods.

Objective 6.5.1. Ensure CAP's IT and communications processes are secure.

MIWg: DITTO

Objective 6.5.2. Review CAP's personally identifiable information (PII) requirements and processes in order to protect both the organization and personnel.

MIWg: Review Michigan's PII compliance within all sections Annually

Priority 7: Value the service of CAP members

Goal 7.1. Reduce the administrative and other burdens imposed on CAP members.

Objective 7.1.1. Conduct climate surveys to assess the needs, gaps and concerns of the organization's personnel.

MIWg: On an Annual basis

Objective 7.1.2. Review and streamline existing CAP forms, regulations and processes.

MIWg: Review all supplements and OIs to determine if they are needed and make the system as user friendly as possible.

Objective 7.1.3. Review and implement measures to reduce the financial burdens on the membership.

MIWg: Work to reduce costs and increase outside funding

Goal 7.2. Value the service of CAP members.

Objective 7.2.1. Survey members to determine what are most meaningful to them.

MIWg: Implement the annual Customer Satisfactory Survey

Objective 7.2.2. Determine ways to add value to being a CAP member.

MIWg: Implement a continual information feedback loop

Goal 7.3. Create alumni association. Enhanced awareness of CAP's activities today can have a positive effect on a group of potential supporters that remain untapped – both former CAP cadets and adult members. CAP alumni are apt to have positive feelings toward CAP, but due to life's challenges, have drifted away from the organization and are unaware what CAP is doing today and how they, as busy adults, might contribute to the Cadet Program and CAP in general. This constituency is a potential source of goodwill (financial and otherwise) for CAP. Like the AF, CAP recruits members but often retain families.

Objective 7.3.1. Establish an Alumni Association for the purpose of enhancing awareness of the benefits of training, experience as well as increasing alumni involvement in current and future CAP missions.

MIWg: Establish a Michigan Wing Alumni Association

Summary

The nation faces significant financial challenges in the years ahead as Congress works to reduce the federal deficit. Federal, state and local agencies are attempting to find new ways to provide programs and services that save these agencies significant amounts of money; therefore, opportunities should increase for CAP's force of over 60,000 members to fill the gaps created as government agencies reduce services. In 2013, the worth of CAP members' volunteer time was valued at over \$155 Million. The actual cost savings for the agencies CAP members supported was far more than that.

The core element of CAP's strategy is its ability to effectively partner with the Air Force and other federal, state and local agencies as well as the aerospace and cyber industries and nonprofit organizations. In its 2015-2019 Strategic Plan, CAP will explore new mission areas, seek new funding sources, expand education and training programs, enhance its brand awareness nationwide and take initiatives to better meet the needs of our members.

Civil Air Patrol is a well-proven, cost-effective force multiplier with the capability and capacity to perform more missions and services for our country during this time of need. CAP members are trained and ready to assist the nation in meeting the challenges that lie ahead.